

November 11, 1958

Dear Art:

I hesitate to take either your time or my own in replying to yours of the 6th, but I do want to relieve you of any thought of self-reproach a propos Hawley. No harm done at all. He is the kind of man I would like to see installed in the business service at Stanford, and quite possibly he might be more use to us, as well as all the way round, in, say, Lyle Cook's office rather than our own. Anyhow, I'm not losing any sleep about it.

I do hope you get someone with enough authority that I don't have to pester you about some details where our operations may impinge on one another. I had thought, perhaps misguidedly, of Hawley as the sort of person who could receive unilateral instructions from each of us, and mind his own business about it; I can also see where you might be leery about the way this would work out.

You are a little more optimistic than I am about the chronicity of your detail load, but you may have had better luck both with your secretaries and your associates than I have. If your paragon of an executive secretary has a twin sister, let me know.

Fred Terman called me last night, as you doubtless know, asking me to investigate Johnson more thoroughly; I gather that issue is very much alive, and perhaps Terman was seeking my own personal reactions, of which I have none at present. He also intimated that Paul Doty would be a prime choice if available, and this I waste no time in seconding. I have to admit I am thinking rather selfishly of a Chemist personally and professionally interesting to me, rather than the administrative needs of a department I know nothing about. I'm getting busy on my 'intelligence work' on Johnson today. I do know he is very highly regarded indeed as a synthetic organic man.

Do you know Frank Strong at all well? Had you given the least thought of him for the job-- or do you want more of a chemist's chemist, so to speak/

I'm still debating in my own mind whether to try to get someone like Hawley for myself. There probably wouldn't be enough scope in the job on that basis to interest him or keep him busy, but there is enough to be a serious distraction. As I've told you before, genetics will inevitably be more interdependent than Biochemistry, which means more minor but touchy situations. Witness, e.g., the enclosure, but my reaction to which may probably be that we will use all available resources for classroom teaching, seminars, etc., but that graduate training is a personal relationship of individual professors and their students that eludes organization and 'correlation'. I'm not losing any sleep about this either -- if a training grant means thinking up answers to questions like that, it's no unmixed blessing!

Yours sincerely,